

**PERSONNEL AND BENEFITS
APPENDIX A**

SOUTH CAROLINA OPINION SURVEY RESULTS

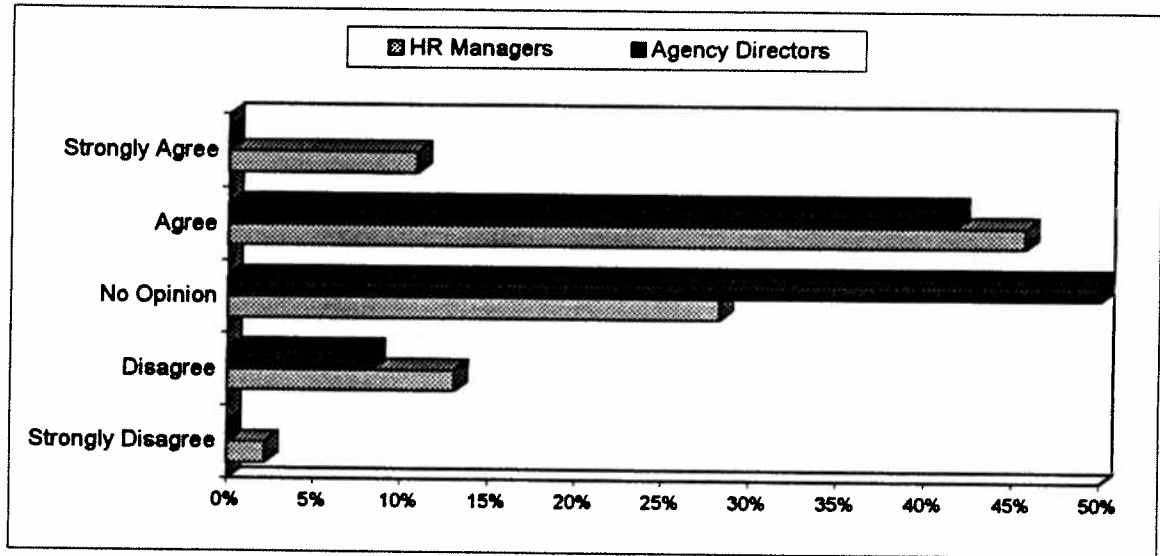
South Carolina Opinion Survey Results

A confidential opinion survey was sent to agency human resources managers and agency directors. This survey contained questions on all of South Carolina's personnel and benefits functions. Along with these questions, the respondents were invited to make comments about each specific area.

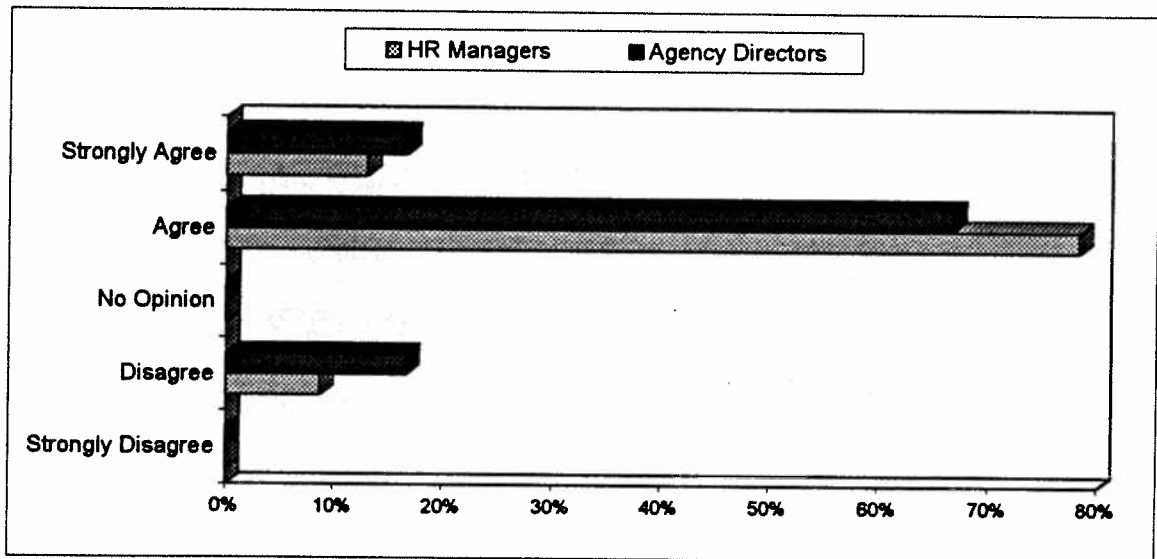
Fifty-six responses were received and tabulated from the survey. This appendix summarizes the results in graph form. Comments received from the respondents regarding each function are listed after the appropriate graphs.

Recruitment and Selection

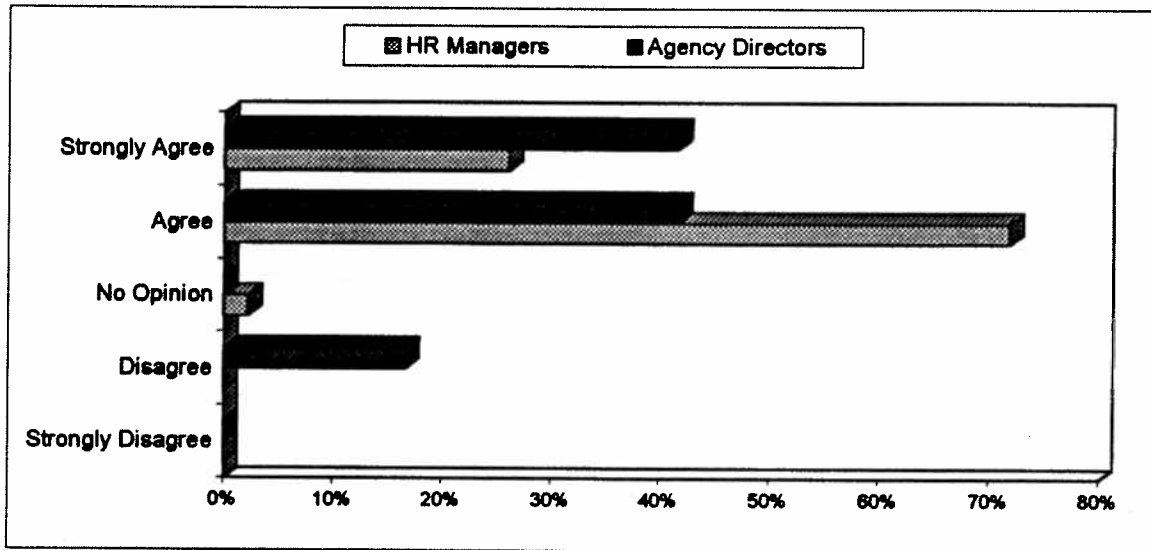
The recruitment and selection function of OHR is helpful in recruiting talent.



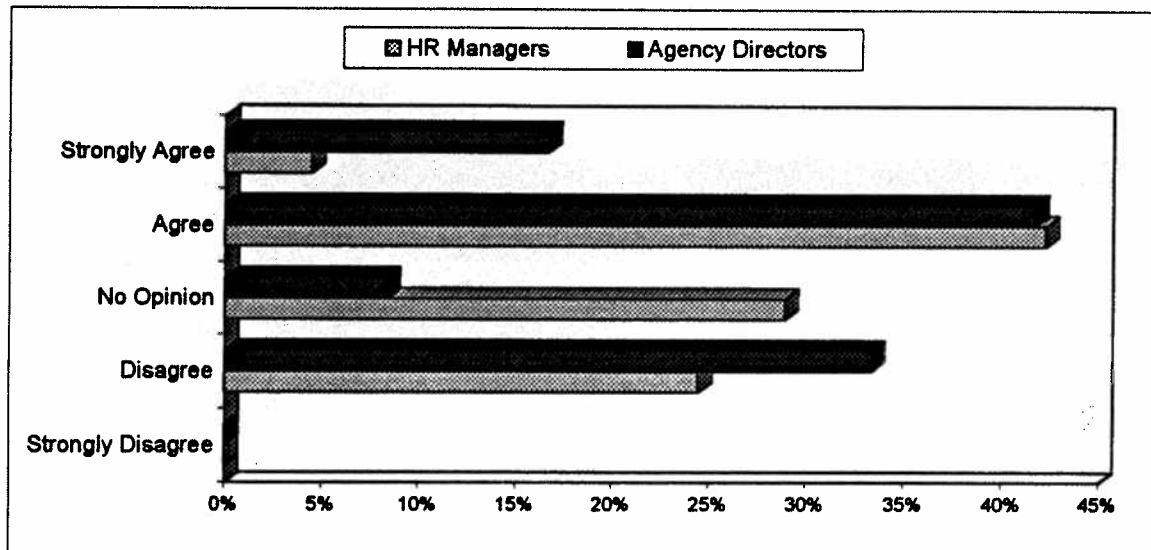
My agency's hiring process is simple, easy to understand, and candidates are hired quickly.



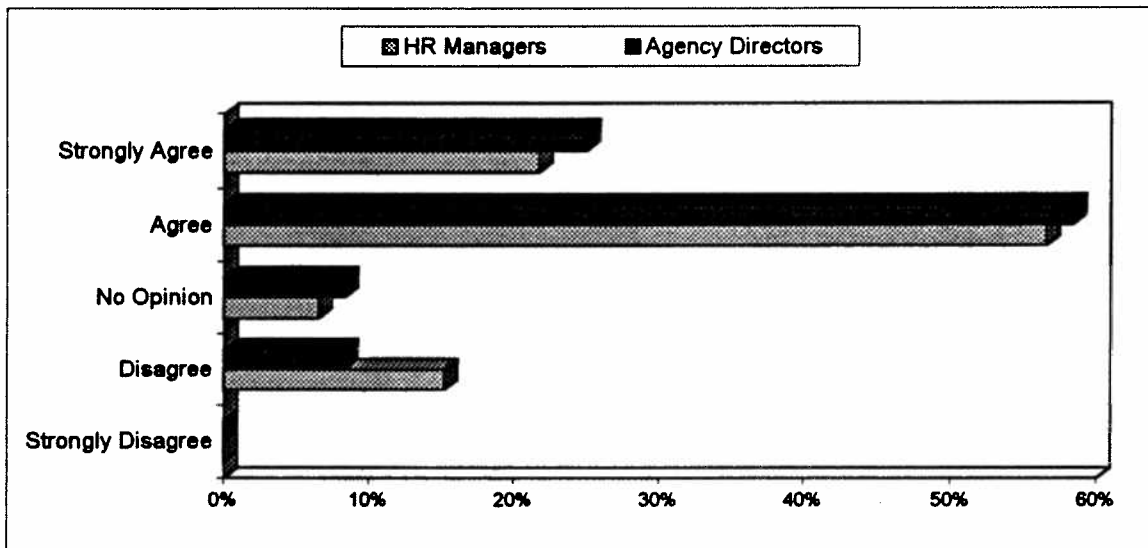
My agency's hiring process is convenient for applicants.



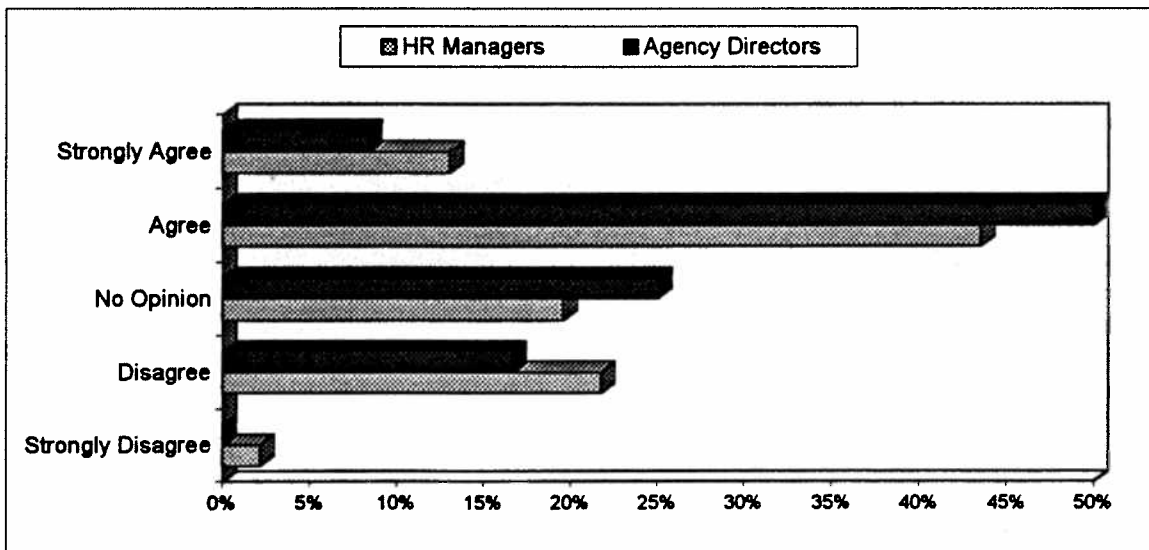
Job counseling and career orientation are accessible to both applicants and current employees.



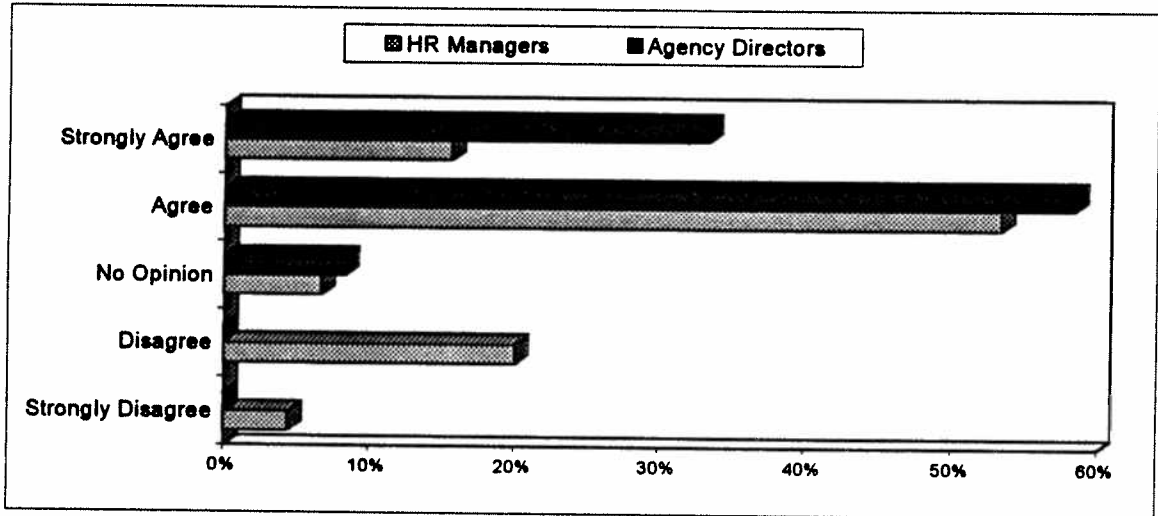
Current employees have easy access to promotional opportunities.



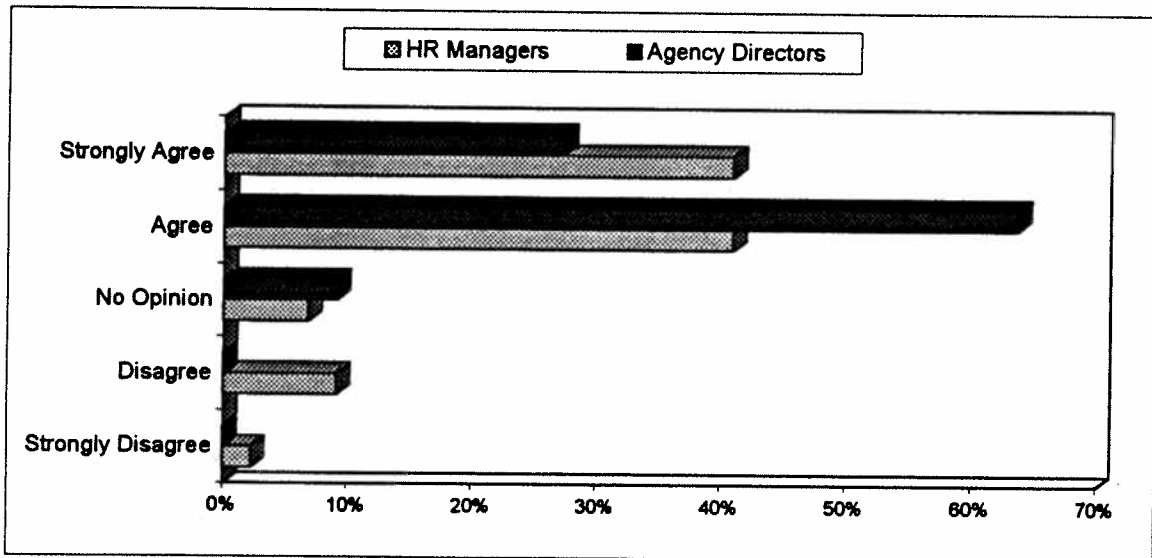
My agency has a staffing plan recommended by managers.



Managers and supervisors can easily provide promotional opportunities to internal candidates.



Applications should be filed with specific agency for which the candidate is interested in working.



Recruitment and Selection

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

A recent survey identified the principle problems in recruiting and retaining financial and information technology employees as inadequate compensation, lack of marketing and visibility, lack of quality and current technology and equipment, lack of sufficient training opportunities, and problems with the course curricula of higher education institutions.

Higher education deals with a national labor market rather than local. State policies and procedures which are designed to control rather than facilitate waste staff time and fail to compensate for issues related to geographic labor demand.

External vacancy notification should not be required until the agency has determined that the position will not be filled by an internal candidate.

MUSC's primary interactions with OHR concern position classifications, reclassifications, and requests for salaries above the mid-point for new hires.

Application at the agency level is essential to performing reference checks, background checks, and securing additional information regarding education and experience.

Providing telephone access for applicants seeking hard-to-fill positions is a good idea.

For small agencies internal promotional opportunities are difficult.

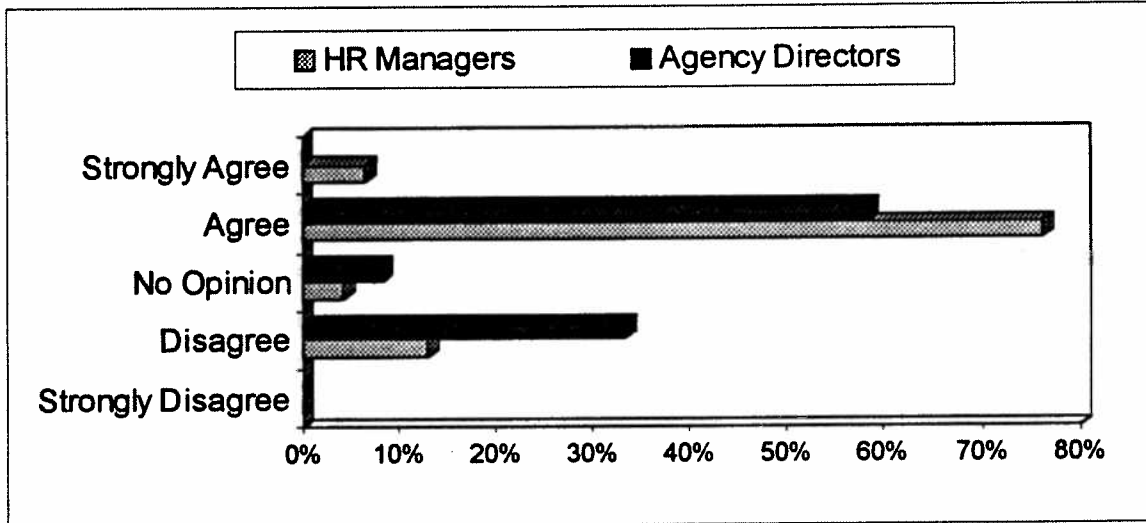
OHR Recruitment is used by our agency only as an outplacement referral source.

Hiring is delayed by budget problems and the need for approval from other agencies such as the Attorney General.

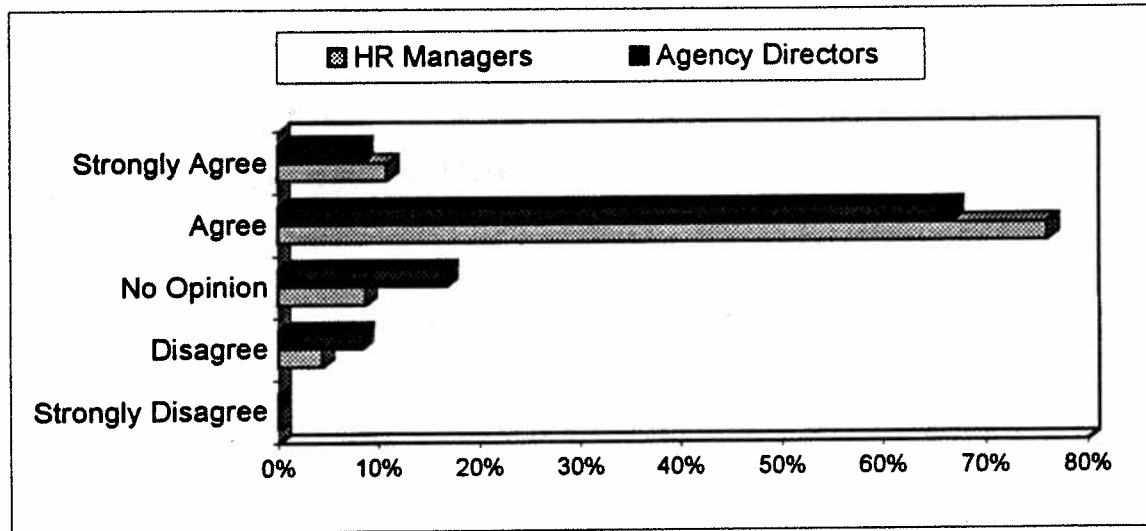
Utilizing the services of OHR is more difficult for agencies not located in Columbia.

Classification and Compensation

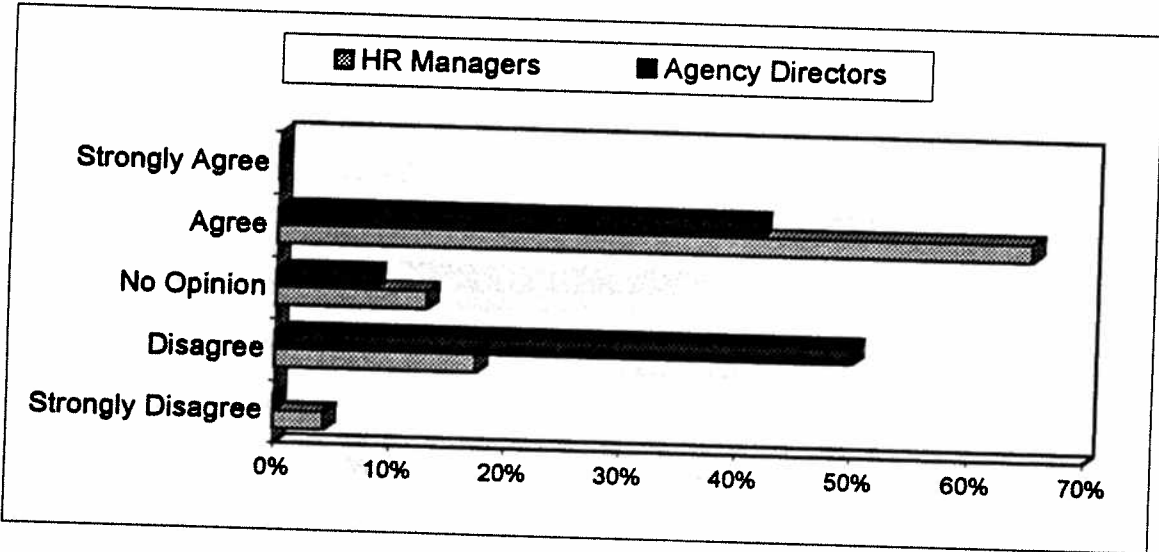
The classification system is easy to understand.



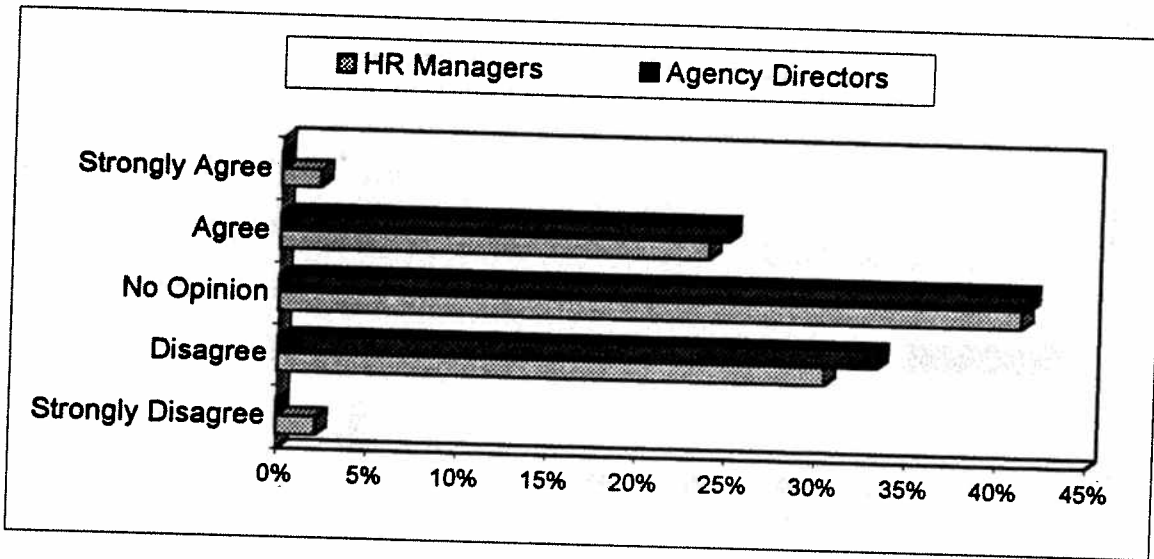
Supervisors and managers have been trained in how the classification and compensation system works.



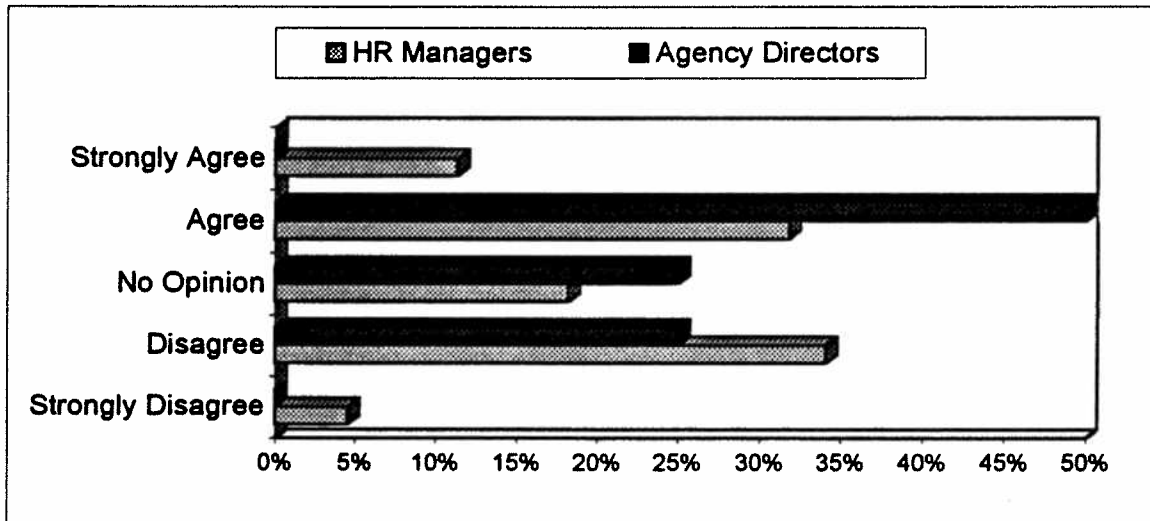
Employees understand the compensation system.



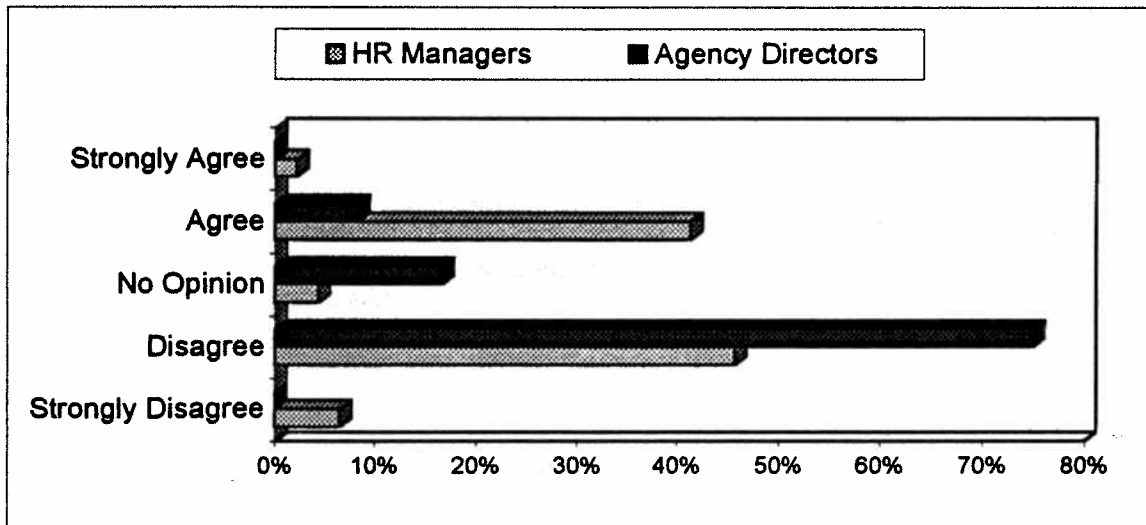
Employees provide positive feedback on the compensation system to managers.



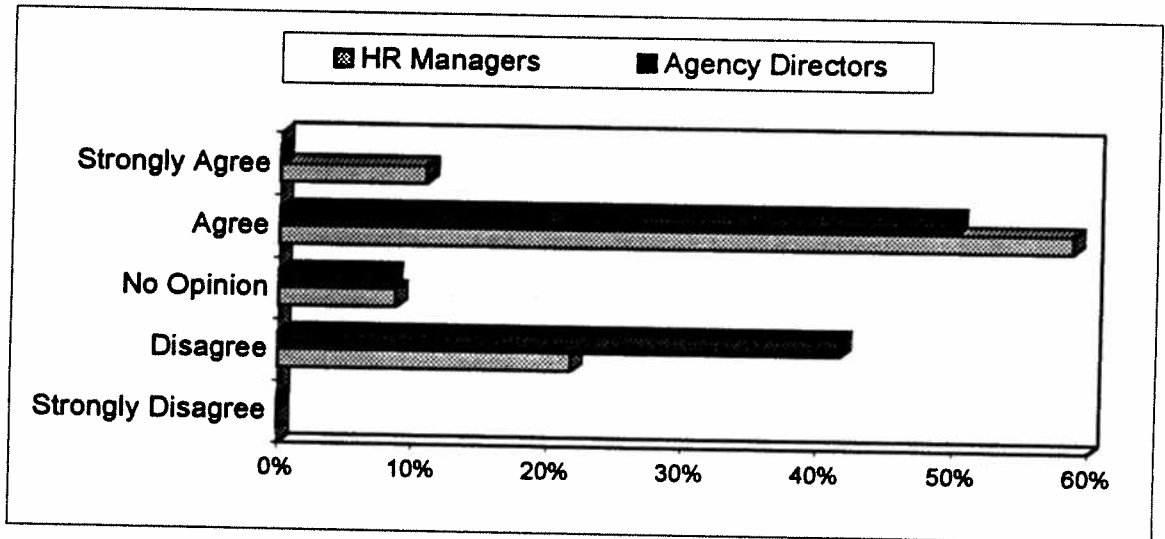
My agency has a salary plan recommended by managers.



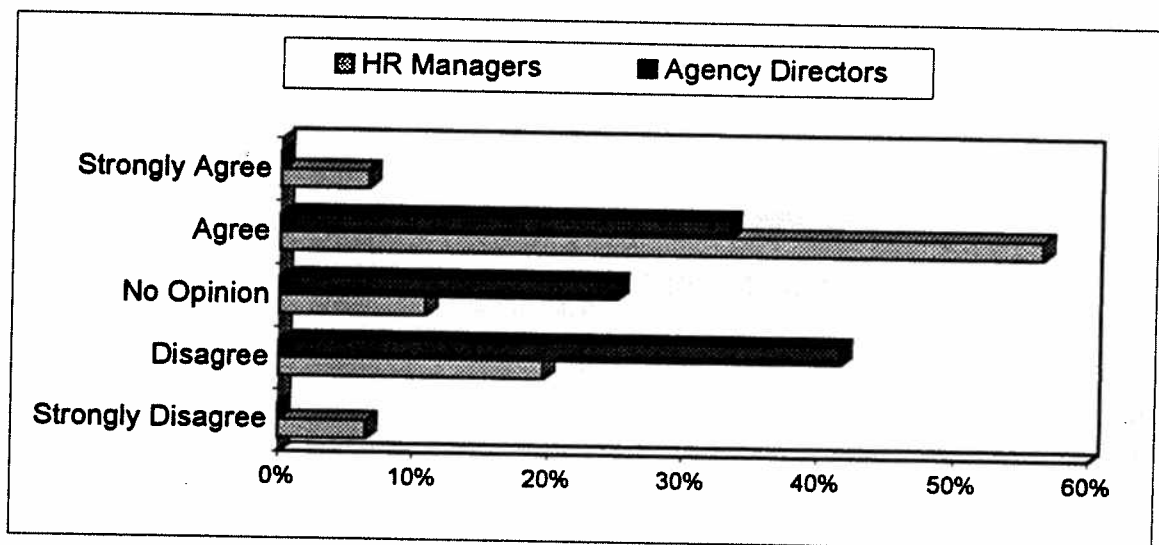
My agency's salaries are competitive in the marketplace.



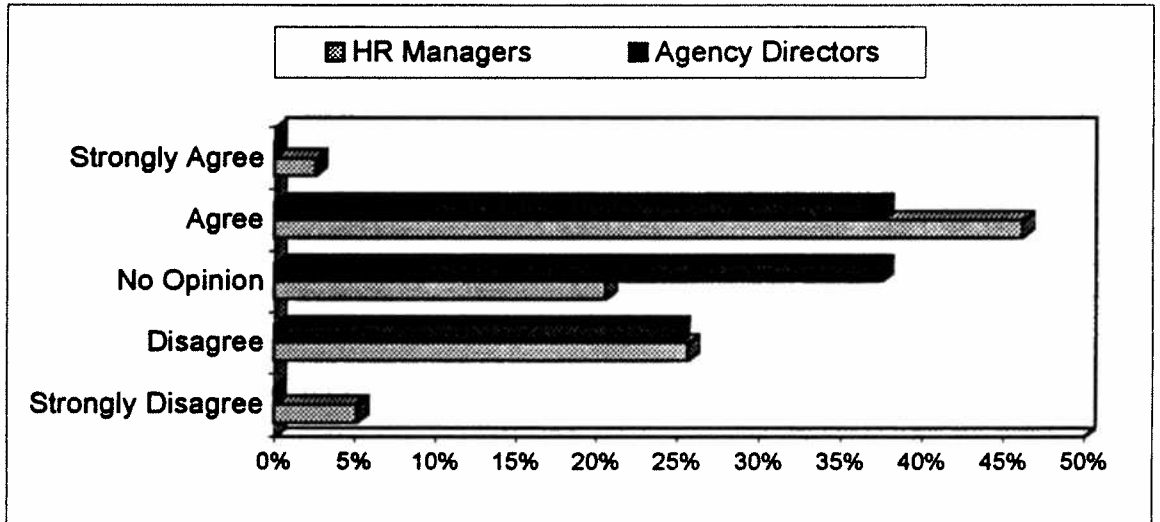
My agency's salaries are competitive in state government.



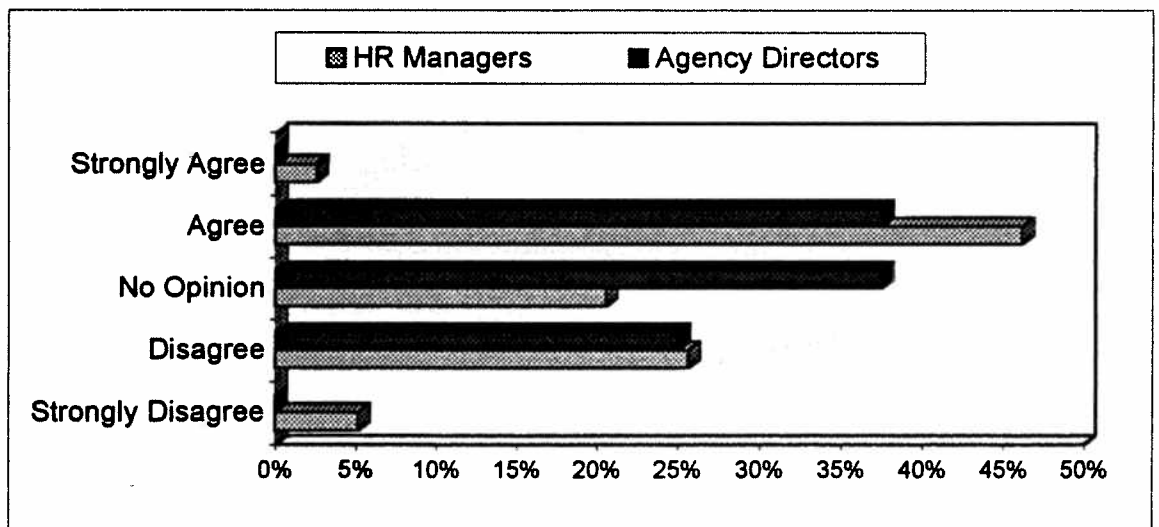
My agency has a monetary reward system.



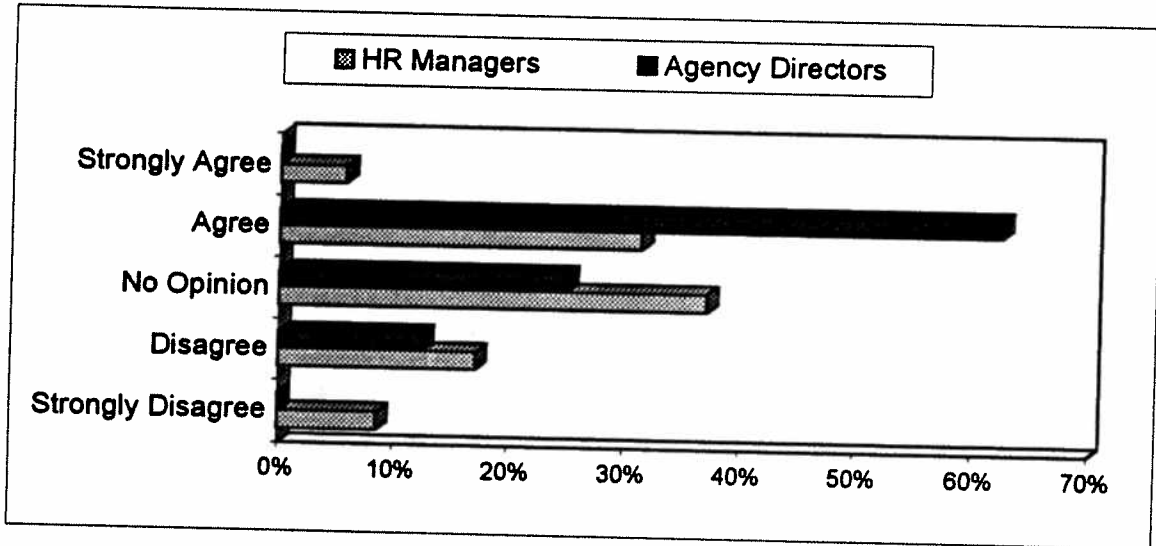
If so, the system is utilized by all managers.



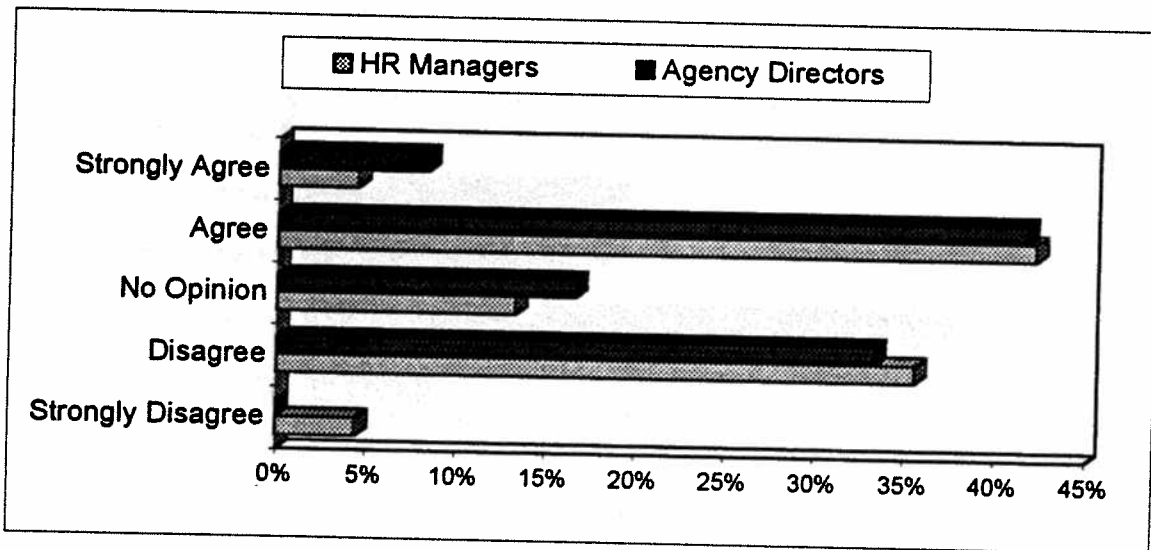
My agency has an other than monetary recognition system.



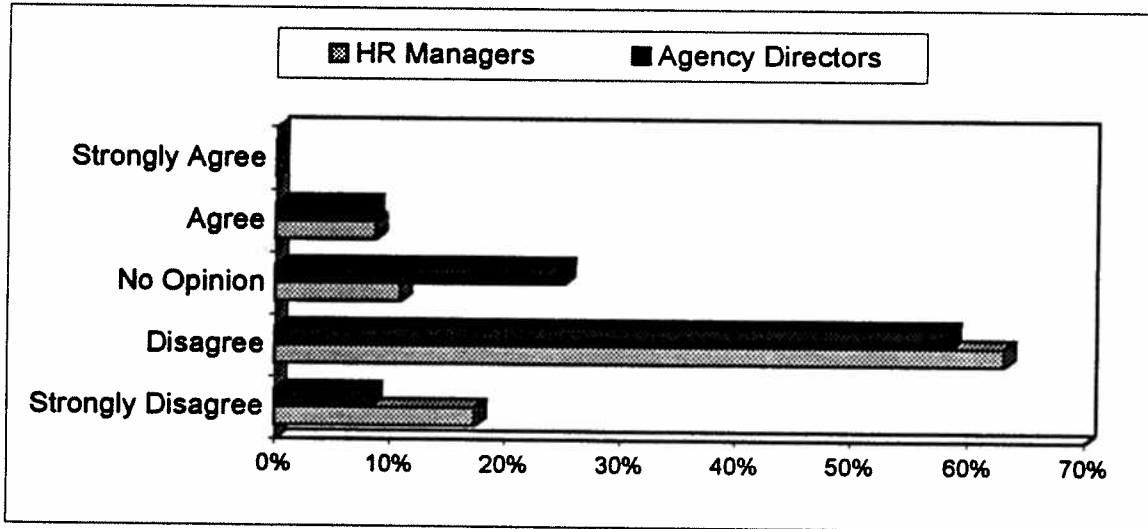
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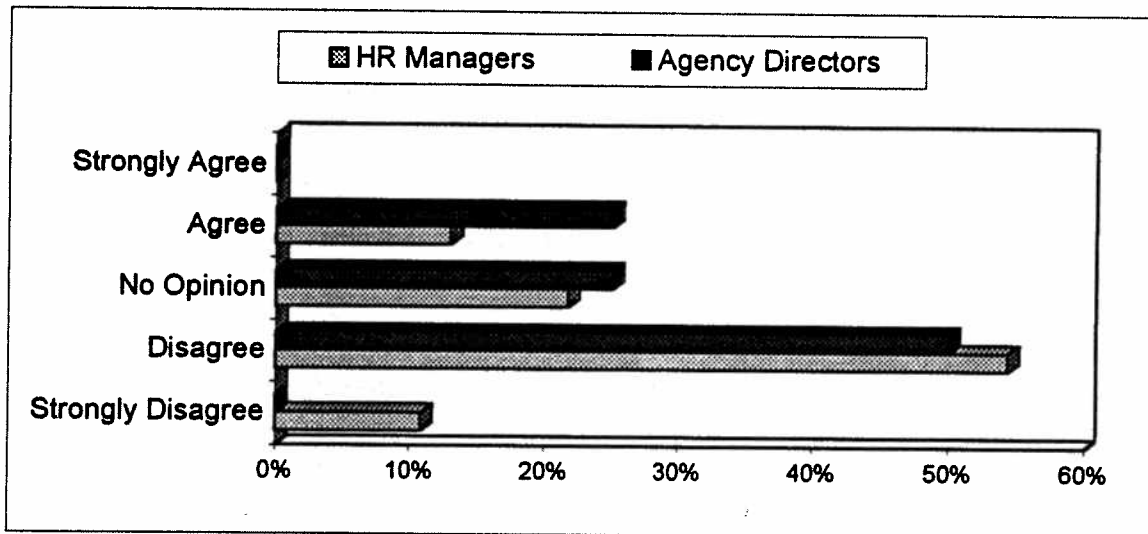
There are enough career paths or tracks to identify promotional opportunities.



There are too many job classes.



There are too few job classes.



Classification and Compensation

The following statements reflect comments received from agency human resources managers and agency directors during the confidential opinion survey:

There are not enough classes to establish a career path.

Agency freedom to develop their own compensation programs has resulted in inconsistent salaries between agencies.

Starting salaries in S.C. state government are significantly lower than those offered by private firms. Annual cost-of-living increases and merit raises are not competitive proportionately to the private sector.

State system is slow to react to market changes nationally, regionally, and within the state.

Administrative Specialists and Assistants previously had multiple grades offering a chance for advancement.

The staff at OHR lacks an understanding of the difficulties of daily management of the HR function at agency-level.

The recent restructuring of the Classification and Compensation system left employees with a lack of identity in our workplace.

The legislature controls compensation, not agencies. We need a step system to the mid-point of the salary range.

Though the flexibility of broad-banding is enabling, it is more difficult to ascertain valid comparative salary information. Salaries for senior level administrative staff is not competitive nationally.

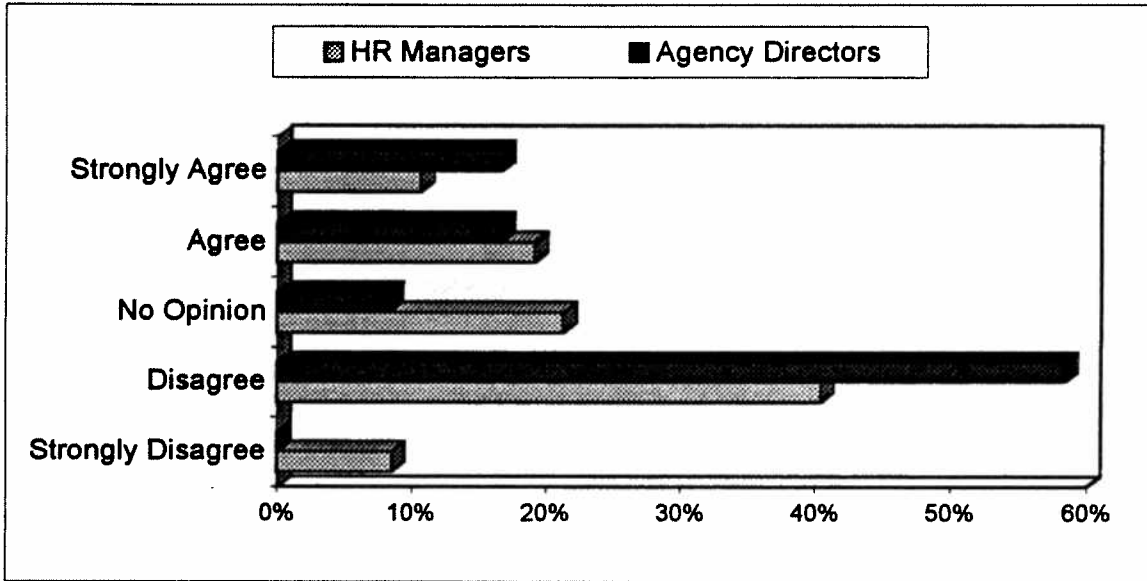
There are too few jobs in upper management that pay well. After we train them, our best people leave in search of career growth.

The agency has no expendable positions. Budget shortfalls generally require hiring at the low end of the grade. Despite flexibility provided by the new system, resource shortages combined with limited advancement opportunities result in our losing promising personnel, often the same personnel on whom we expend the most training resources.

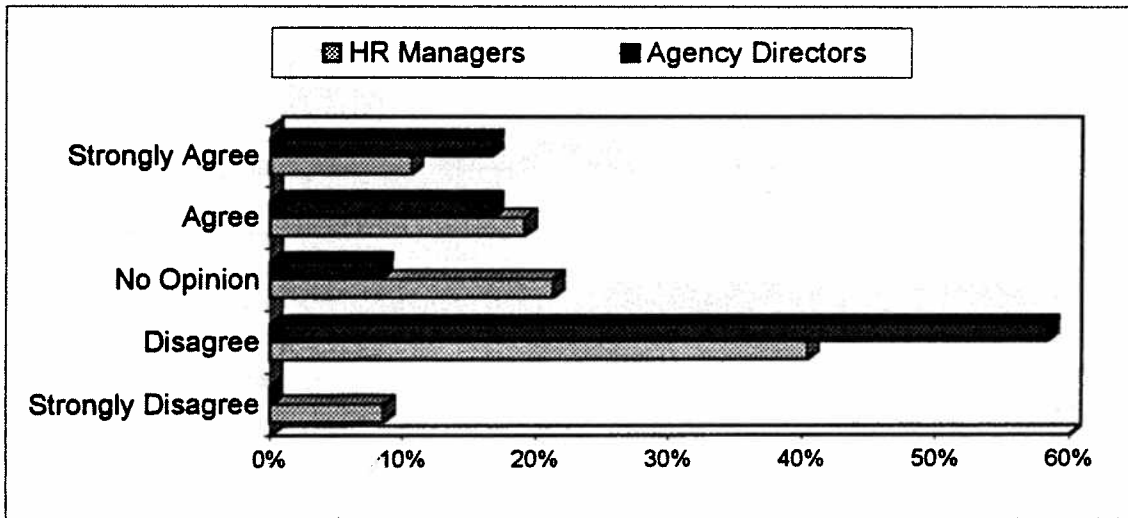
Tight revenue constraints limit monetary rewards.

Training

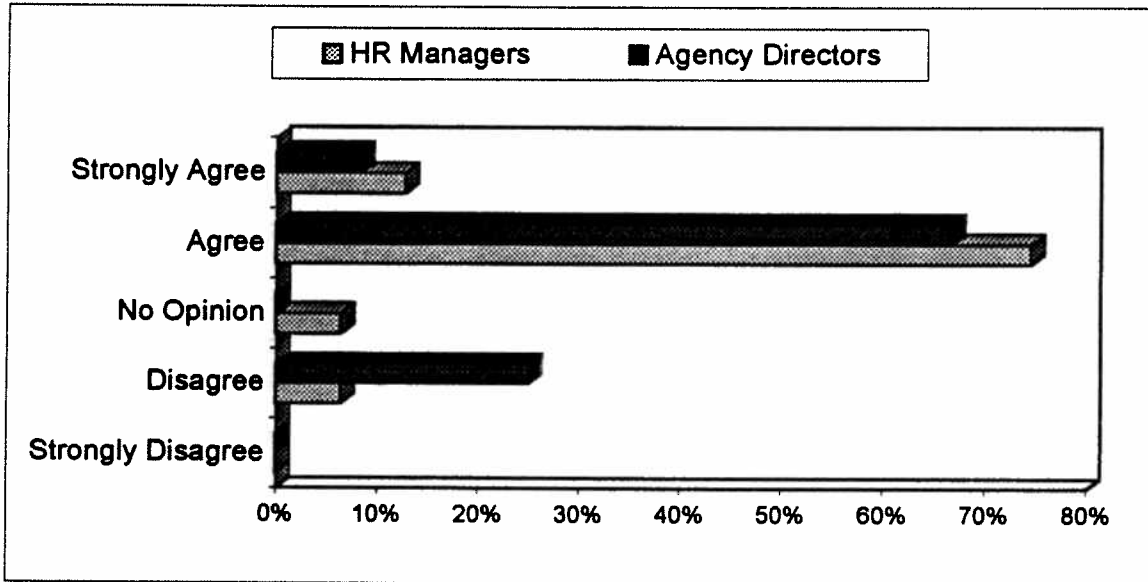
Training is a priority in my agency's human resource function.



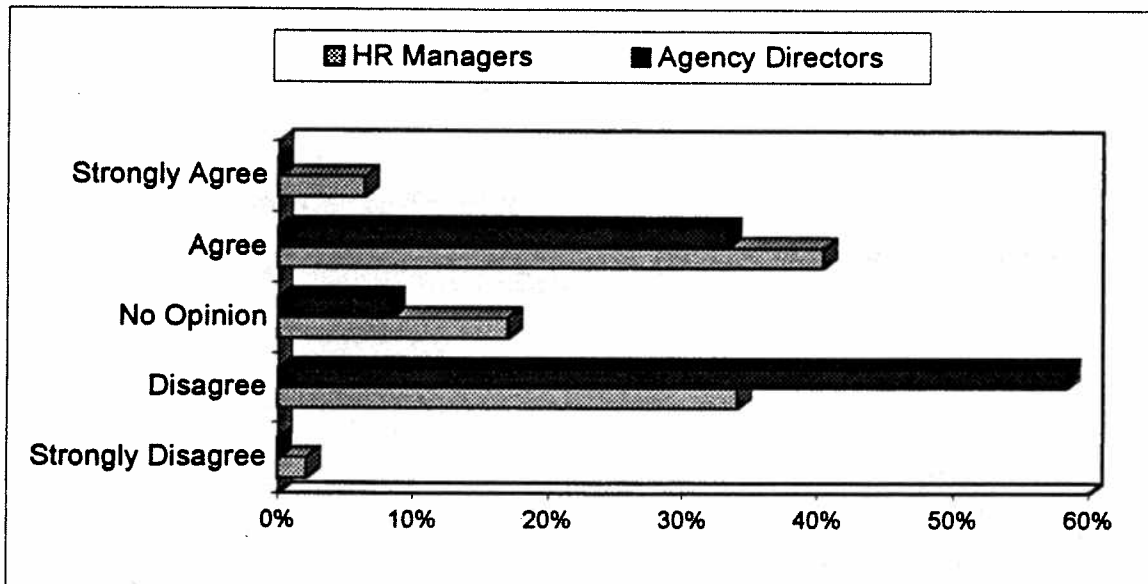
There is an adequate tuition reimbursement program that is accessible to employees and easily understood.



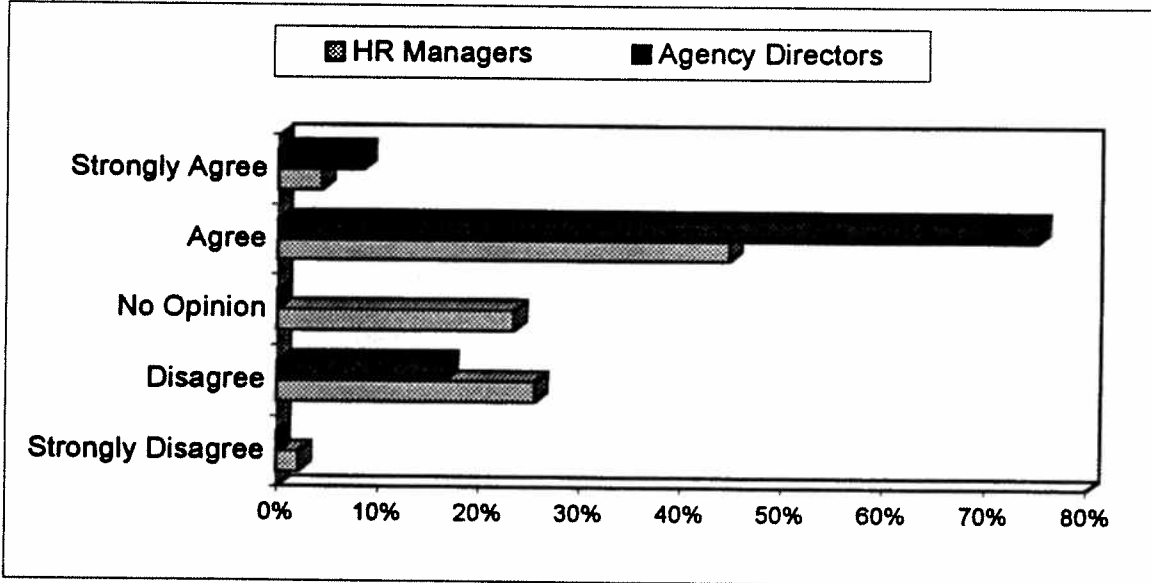
Access to training is easy for most employees.



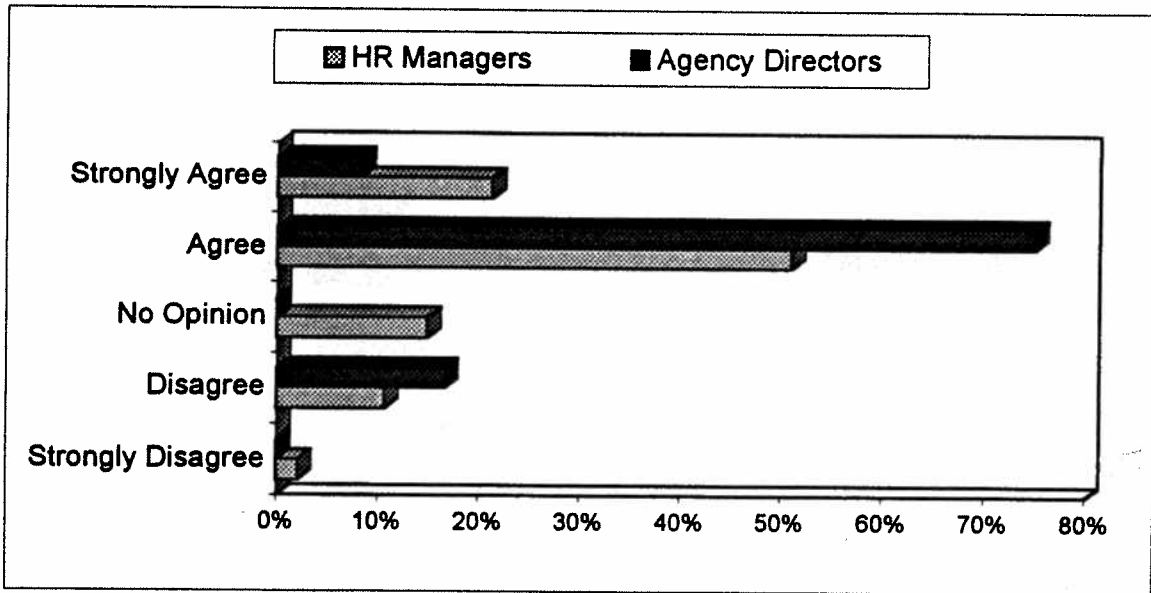
My agency has a well-defined training budget.



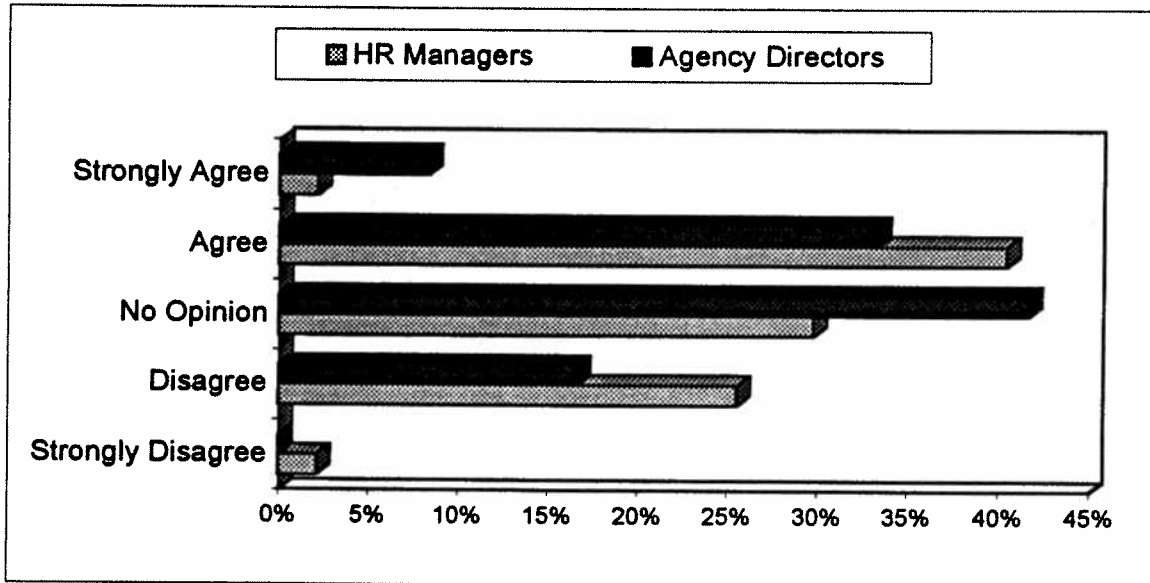
My agency's training plan is based on needs analyses developed by managers.



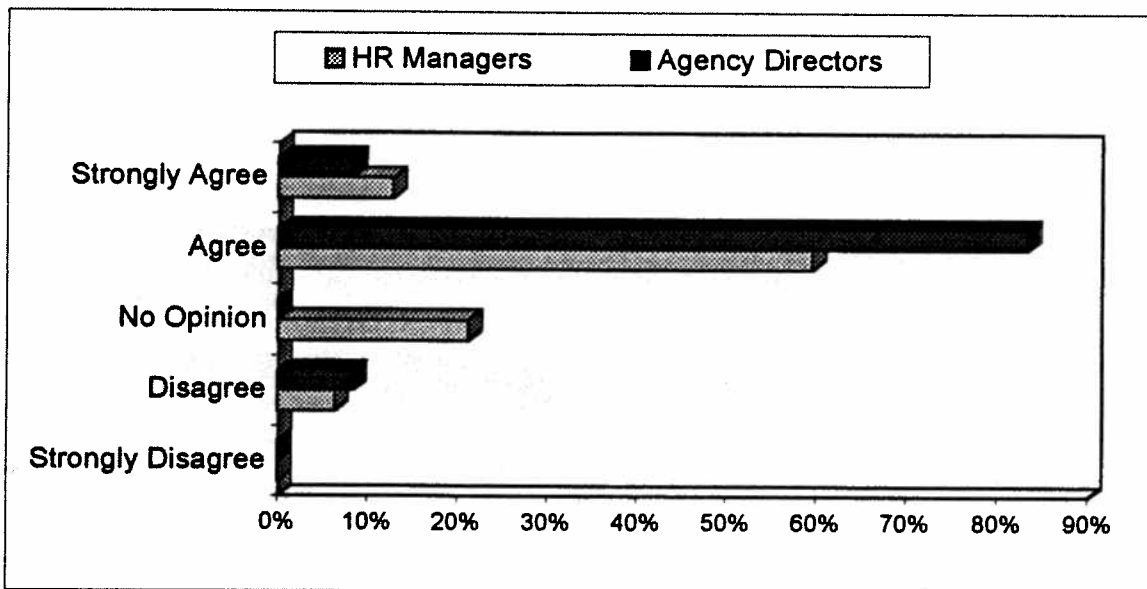
There is a training function in my agency.



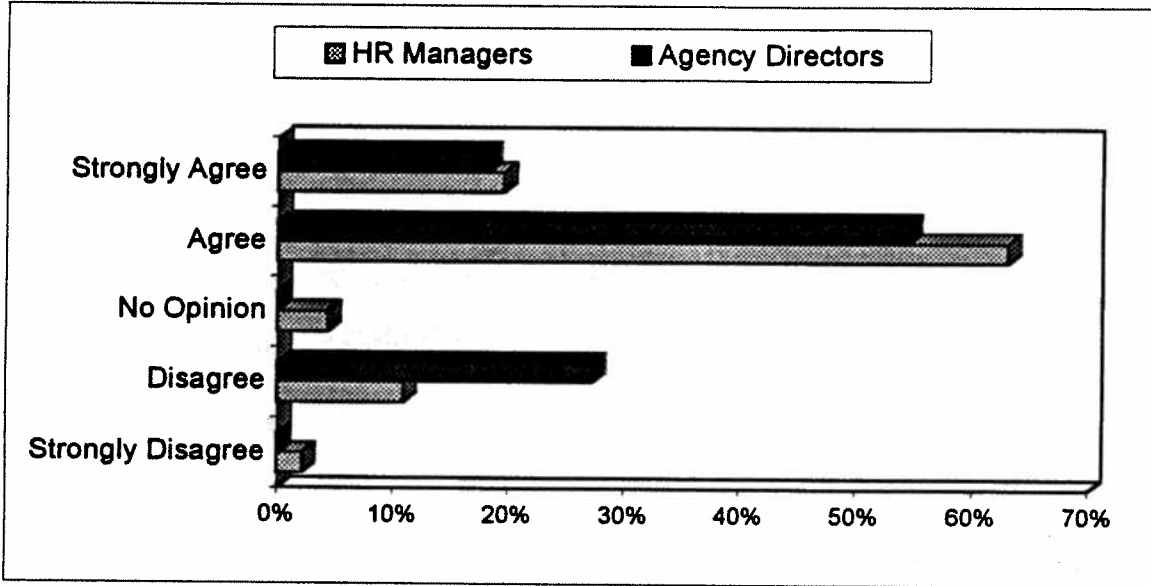
Training plays an important role in preparing staff for promotions in my agency.



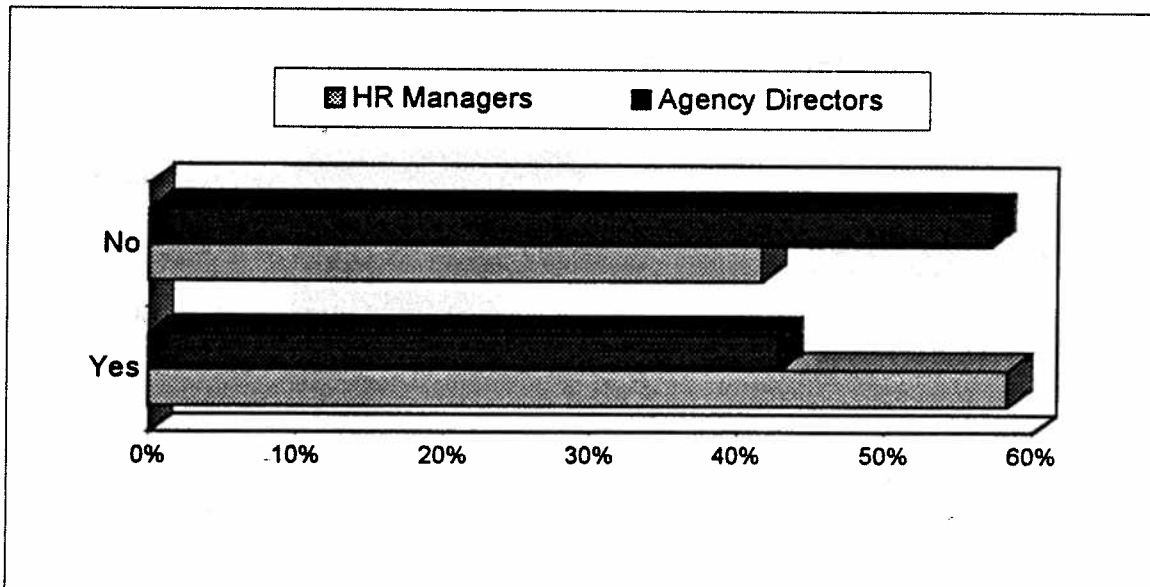
The Certified Public Manager program is available to our agency managers.



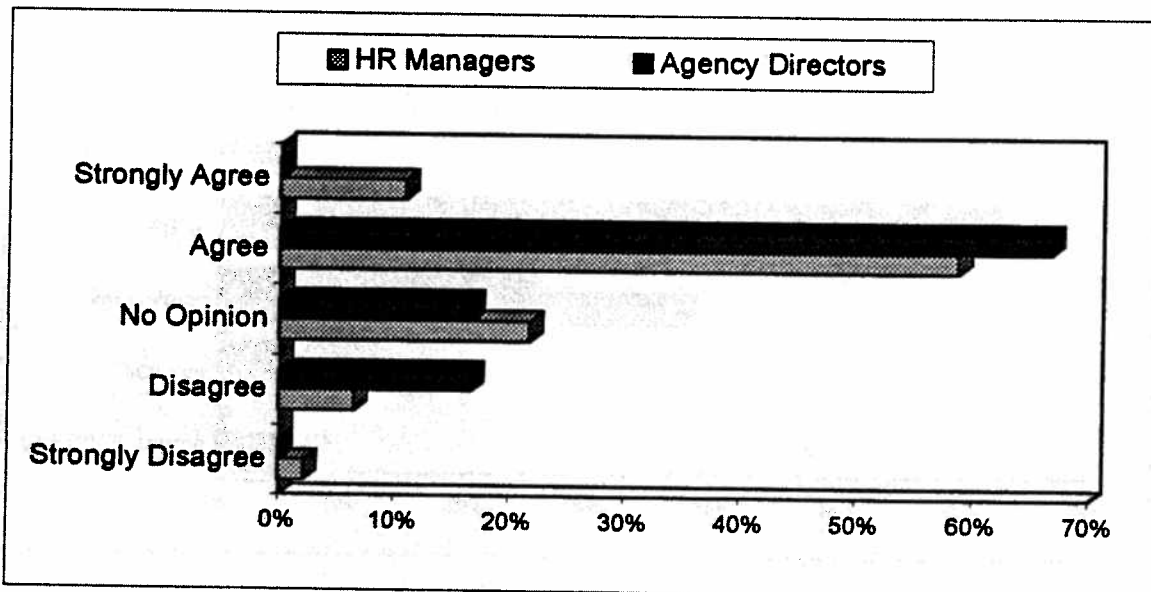
We keep track of training completed by employees.



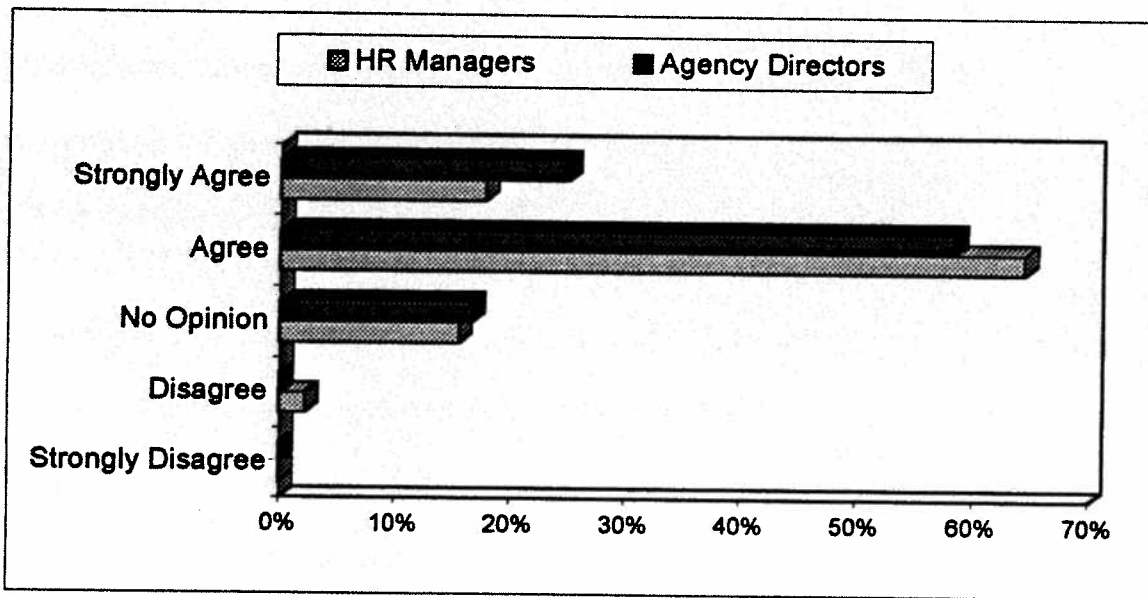
If so, is the process automated?



We recognize completion of training by a certificate or by some other manner.



The types of courses that are offered through CEQA are appropriate and beneficial.



If so, the system is utilized by all managers.

